

# CALLED *for* MORE

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## **Overall Project Questions**

### **1. What is this project all about?**

- The Called For More Pilot is an initiative of the Catholic Leadership Institute (CLI). CLI is an international Catholic apostolate founded almost 30 years ago to support all leaders in the Roman Catholic Church with the best leadership tools and training to fulfill their roles in the Church. CLI received a grant from the Lilly Endowment to pilot a new process to support priests and parishes to thrive in ministry. By gathering information about each priest and each parish, the pilot seeks to give parishioners more awareness about the needs and opportunities of their local community: priests more awareness and support around their ongoing ministerial development, and the diocese better information with which to consider and discern priestly assignments and parish support.

### **2. Why is my diocese participating?**

- Catholic Leadership Institute's grant calls for 12-15 dioceses in the United States to participate in the pilot. Your diocesan bishop and his senior leadership have opted to accept the invitation to participate. CLI's criteria for participation included the 1) bishop and diocese's desire to support their priests and parishes better, 2) dioceses of different sizes and locations, 3) bishops and dioceses willing to have all of their parishes and priests participate, 4) bishops and dioceses with larger strategic objectives to help encourage growth in their parishes and among their priests.

### **3. This is called a "pilot." What does that mean?**

- Catholic Leadership Institute is inviting 12-15 dioceses to help us pilot a better way to support priests and parishes. While CLI is leveraging its almost 30-year history of serving the Church in over 100 dioceses and the extensive research on parish life completed over the last 10 years, many of the tools being developed are new and will require refinement. The diocese's participation is being underwritten by the Lilly Endowment and many other donors in order to test these tools and receive feedback in the hopes of creating support the entire Church can benefit from in the future.

### **4. Is the diocese doing this to justify closing parishes?**

- No. The primary purpose is to help improve the overall experience for our parishioners and our priests in their discipleship and leadership.

### **5. What type of data is being collected and why?**

- The data collected is related to two primary areas: 1) the priests and 2) the parishes. The objective of all the data being collected is to provide the most comprehensive snapshot possible for both of these important constituencies.

With respect to the priests, the data includes basic demographic information (e.g. age, projected retirement), competency assessment (e.g. skills and attitudes), and ministry preference information (e.g. the type of assignment preferred, aspects of ministry that provide the most joy).

With respect to the parishes, the data includes the self-reported sacramental and financial metrics of the parish, parishioner feedback via CLI's Disciple Maker Index, perspective from a select group of parish ministry leaders, and third-party community information provided by the census and other publicly available demographic sources (e.g. ethnic communities present, population trends)

**6. How will the data that is being collected be used?**

- The parish-related data will be shared with parish leadership so that the parish can craft an action plan for growth and/or expand or refine existing outreach and services.

The priest-related data will be shared with the priest to develop an individualized growth plan that will identify areas of interest and ongoing development in which the diocese can support him.

The diocese will have access to both sets of data in order to use it in designing parish and clergy support initiatives as well as informing discernment about potential clergy assignments at some point in the future.

**7. How will the data that is being collected be stored and protected?**

- Catholic Leadership Institute is establishing a platform where the data will be stored and can be accessed by the diocese, priests, and parishes with various levels of permission. This will be protected by a third-party vendor that will keep the cyber security up to date.

**8. With whom will the data that is being collected be shared?**

- The parish data will be shared with the pastor/administrator and the parish team assembled for the project. It is recommended that these leaders share the insights gained and actions discerned with the broader community in an appropriate fashion (support will be provided). The priest data will be shared with the priest himself, as well as the Vicar General, Vicar for Clergy/Ongoing Priest Personnel Director, and the Bishop, and others involved in the priest-parish assignment process.

**Priest-Specific Questions**

**9. As a priest, do I have to participate?**

- A primary goal of this project is that every bishop and diocese know and care for their priests better. Care and support can best be provided when those who are providing it have a good sense of the overall person. CLI and your diocese hope that you will enter into this project that way. Additionally, your diocese committed to have the priests participate. Finally, your absence would create a gap in another primary goal of the effort which is to have a complete snapshot of the presbyterate to better inform assignments and support.

#### 10. What is the point of all of these different types of questions?

- The priest profile has four distinct sections with different purposes. Below is the intended objective of each:
  - i. **Basic Information:** This section asks for some biographical information that makes sure the diocese has your accurate ordination year, assignment history, and most importantly certifications and experiences you have had that may provide more insight into your giftedness as a priest.
  - ii. **Preferences and Passions:** This section asks you to rank or prioritize some things that are important to you about ministry and the way you approach it. There are no right or wrong answers. We are trying to understand what brings you joy and how you approach ministry. We also want to understand your perception of what your strengths and opportunities are as a priest.
  - iii. **Peer Perspective:** This is a chance to invite 3 priests or people you know in ministry to provide their perspective on your strengths and opportunities. Please pick people who know you best in ministry and can speak to those gifts.
  - iv. **Strengths and Styles:** This section will take you to a third-party partner, Infor, that provides resources and inventories for ongoing development and coaching. CLI is testing the Infor system as a way to provide an unbiased inventory into gifts and talents. This is comparable to a DISC or Myers Briggs type of tool but much more robust. This instrument represents your *preferred* leadership behaviors and is not a determinant of how you will act in every situation.

#### 11. How long will the priest profile take to complete?

- All four sections should take about an hour in total. You should try to finish each section in one sitting but you can take a break and come back to it should your schedule require.

#### 12. What is Infor and why is CLI using it for this project?

- Infor is a leader in performance management and coaching resources. The 10-20 minutes you will spend with the inventory will provide you with some insight into strengths and talents and enable a plethora of coaching resources designed to support your ongoing leadership development. In addition to your own self-reflection and what your peers might add, it's helpful to have a comprehensive perspective so you can dig deeper and consider next steps in your growth. You will need to agree to the terms and give your permission for the Diocese and CLI to have access to your results.

#### 13. What if I am uncomfortable with sharing this information?

- CLI will share everything you have provided back to you. This information is commonly captured across other industries and is meant only to support your ongoing formation and the future assignment decisions your diocese will make. Should you want to discuss this more, please feel free to contact your diocesan team or Catholic Leadership Institute.

#### 14. When will I see the results of this information?

- Catholic Leadership Institute has scheduled or will schedule opportunities for the priests to gather in person to receive the full results so that you have an opportunity to walk through it and ask questions of Catholic Leadership Institute. Please look for those dates from your diocese.

**15. Who should I ask to complete the “peer perspective” section?**

- Catholic Leadership Institute suggests you pick three priests who know you best in ministry. Consider an associate who ministered with you or your pastor when you were an associate. Perhaps there is a priest who assists at your parish or someone with whom you worked on a diocesan project that knows you well. If you choose, you can also select a colleague in ministry who is not a priest.

**16. What if I am uncomfortable using a computer?**

- Please contact your representative from Catholic Leadership Institute and we will assist you in completing the inventory.

**17. What is an “individualized growth plan”?**

- An individualized growth plan is a tool for ministerial and personal development. The individual priest or leader identifies objectives for growth that are important to him and align with the feedback he has received from other perspectives. The plan further outlines the strategies and experiences that would best support the successful fulfillment of those learning objectives. These strategies might include certification or graduate studies, leadership experiences or roles, ongoing support resources like executive coaching.

**18. With whom do I have to share my individualized growth plan?**

- Per the expectations of the grant, the priests should share their individualized growth plan with the Vicar for Clergy. Beyond that, we would encourage sharing the plan with leadership in your parish/assignment so they can be aware of your learning goals as well as family and friends.

**19. Who are the “coach-mentors” described in this project?**

- Crafting an excellent growth plan and exploring data can be challenging. In order to support you through this process, the project also includes the recruitment, training, and ongoing support of coach-mentors within your diocese. These are clergy and lay leaders who have volunteered to provide one on one or small group support in helping priests craft growth plans and helping parishes discern their action plans.

**20. How will I be matched with a coach-mentor?**

This will vary by diocese. A “Coach Lead” has been designated in each diocese who will coordinate the process.

**21. What if I don’t like the coach-mentor I am matched with?**

- Sometimes this happens. Fit is important. You can request a new coach-mentor and all effort will be made to match you with a compatible coach-mentor. Simply connect with the “Coach Lead” designated in your diocese. You may also have an existing resource, and you may work with that individual for this purpose.

**22. Will this mean I will be changing assignments?**

- No. This project does not require or expect the transfer of priests. The hope is that upon the time when the diocese (or the priest) may be exploring new assignments, all parties will have greater awareness and more helpful tools to assist in the process.

**23. How does this work if I pastor multiple parishes?**

- The information for each of your individual parishes will be recorded as reflected by its canonical status. If the parishes are canonically separate, they will be captured as such. If there is one parish with multiple worship sites from pre-existing parishes, it will be captured as one parish with multiple sites. The priest information will be separate.

**24. Which priests are participating?**

- Catholic Leadership Institute asked that all active diocesan priests participate. This includes any active diocesan priests serving outside of the diocese at the present moment. Additionally, CLI asks that all extern priests serving in parish ministry, as well as any religious priests serving in parish ministry participate.

**25. This seems very parish-focused; what about other roles in which priest serve?**

- We know you wear many hats. While we cannot catalogue every distinct role in every diocese at this point in the project, we do hope to develop some profiles for different types of roles that are common across dioceses (e.g. diocesan administration, school, chaplaincy).

**Parish-Specific Questions**

**26. As a parishioner, do I have to participate?**

- Catholic Leadership Institute and the Diocese are eager to receive as much feedback as possible so that your bishop, priests, and lay leaders can support your discipleship as best as possible. While you are under no obligation to participate, your feedback will help provide a more accurate snapshot of where your parish can best support you and your friends and family in the community.

**27. What if our parish recently did a survey, do we have to do this?**

- Yes. The Disciple Maker Index is different than most typical parish surveys. It asks parishioners to reflect on not only where they are in their relationship with the parish but more importantly where are they in their journey of faith. It takes about 10-15 minutes to complete and is an invaluable resource for your parish.

**28. What if our parish already has a pastoral or strategic plan?**

- Great work! The feedback that you receive from this project can help you validate your existing goals and plans or inform some refinements to make your current plan even that much stronger. You may even be able to measure the impact of some of the plans you have already put in place.

**29. We have a very multi-cultural parish; how will all of our different ethnic communities be able to participate?**

- The primary feedback tool for your whole parish community will be the Disciple Maker Index. This instrument is translated into 17 different languages and offered both online and on paper.

**30. Who should make up the “Key Parish Leaders”?**

- We ask that minimally 5, maximum of 10 individuals, one of whom will be the parish primary point of contact, comprise this group. Key leaders should be active and influential parishioners. They will be asked to complete the Key Parish Leader Survey.

**31. Who should serve as the “parish primary point of contact”?**

- Each parish needs a primary point of contact in addition to the pastor/administrator. Preferably this is someone on staff, but the most important criteria is that they are a responsive, detail-oriented, excellent communicator who can help get information out and be a reliable point of contact for the project.

**32. What is the parish’s cost to participate?**

- There is no cost to the parish to participate beyond your time and feedback. This project is made possible through the generosity of the Lilly Endowment and other donors to Catholic Leadership Institute.

**33. We have an older parish and many parishioners don’t use computers – what do we do?**

- The primary feedback tool for your whole parish community will be the Disciple Maker Index. This is primarily administered online but paper versions are available. Parishioners can simply give them to the parish office and the parish office will send them to CLI to be input.

**34. What type of support will be offered to the parish teams?**

- Given the number of parishes participating at one time, CLI will provide a series of parish-focused webinars that parish leaders can participate on at their convenience. Additionally, CLI staff will be available for follow-up questions. Most importantly, the Diocese will have a network of coaches-mentors on the ground that can provide additional support.

**35. What if the diocese has information about the parish that is inaccurate or outdated?**

- Part of our hope with this project is to highlight those issues and resolve them. Each parish will be able to receive the information available about them and identify items that may have been reported or captured inaccurately or that may be out of date.

**36. How was the Disciple Maker Index survey created?**

- Catholic Leadership Institute gathered 100 bishops, priests, diocesan officials, parish leaders and authors/thought leaders to a 2-day “think tank” on parish engagement which produced some initial hypotheses. CLI then took a smaller group of the same constituents and crafted the survey. After that, CLI shared the survey with 15 bishops for feedback and edit. The survey was first administered in 2014 and to date has received more than 227,000 responses.

**37. Can we add unique questions about our parish to the survey?**

- Not at this time. Part of the value of the survey is to see results benchmarked against other parishes around the US and in Canada. All participating parishes will be taking the same survey and the consistency allows for the benchmarking. Additionally, it keeps the survey from getting too long. Catholic Leadership Institute is evaluating this possibility for future years.

**38. Why is there no opportunity to write in comments?**

- The primary purpose of the tool is to create a snapshot of the whole parish. In the first two years of piloting, the DMI did allow for write-in comments. The feedback from parish leaders were that often these comments were addressing very personal, individual issues with the parish that while at times legitimate, pulled the focus away from reviewing the parishioner community as a whole. Additionally, the anonymity provided often resulted unfortunately in hurtful personal attacks and rarely helpful feedback. CLI suggests and supports follow-up interviews, focus groups and subsequent surveying to acquire this next level feedback.

**39. This survey looks like it is geared to people in the pews. Aren't we supposed to be going after "the lost" or those not present in our pews?**

- The survey will most likely be completed by people who are coming with some degree of regularity to your parish. The survey results will tell you what about the parish is keeping them engaged, as well as things that might be prompting them to start falling away. Both elements will help inform how we can reach out to those completely detached from the parish. Additionally, it is our belief that more deeply engaging and equipping those who are present in our pews is a major step toward bringing others into the Church. How can we equip those in our pews to be disciple makers? These results will help us find those answers.

**40. Numbers, graphs, likelihood to recommend, this sounds like a lot of corporate language and consumer mentality. This is the Catholic Church not the Home Depot.**

- Remember, these graphs and numbers are the aggregated voice of your people who have taken time to give you their feedback. Evangelization will always be best on a 1-1 basis. Understanding where your people are from a macro view allows you and others to "meet them where they are." We do ask some parishioner satisfaction questions – these are to help you identify if there are any barriers or opportunities to help aid in your pastoral outreach. The Disciple Maker Index also asks the individual parishioner to reflect on their discipleship and the practice of their faith in order to get past the consumer mentality and into a discipleship/mission mentality.

**41. How will the Disciple Maker Index results be shared with parishioners?**

- Those staff and parishioners who the pastor invites to be part of the data review process will get access to data reporting. In terms of sharing the data with the parish, we suggest that you summarize what you have learned, highlight 2-3 things to celebrate and 2-3 opportunities. Catholic Leadership Institute has sample bulletin inserts and communication pieces to assist you and we can also work with you to craft the most helpful summary and update. It is important to both thank your parishioners and share with them some reflection of what you learned, in addition to incorporating it appropriately in your plans for the future.

**42. What about confidentiality? With whom will my parish's results be shared? How about individual parishioner's responses?**

- We take parishioners' confidentiality very seriously. We want them to provide honest feedback. No one in the diocese or on your parish staff - including the pastor - will have access to individual parishioner responses. As for your parish's results, your results will be shared with the pastor and those key leaders he chooses to involve in the data review process. **Catholic Leadership Institute will not share your parish's individual data without your expressed written permission.** If one of your parishes receives the highest feedback on a particular question (liturgy, preaching, social outreach), that will be indicated on every parish's report in an effort to share best practices.

**43. What is the Net Promoter Score?**

- The purpose of the Disciple Maker Index is to provide a tool that will help us equip and call forth disciple-makers – people who bring others to know Jesus. We want to build promoters of the faith and promoters of our parishes, so that they can spread the message of parishes as places of community where we encounter Jesus on a personal level. Given this purpose and the fact that the survey will most likely be responded to by people who are already coming to the parish, the Net Promoter Score is a helpful and cutting edge way to analyze survey responses on a 5-point scale of agreement for any given question. When we take the percentage of those who give a specific question a 5 (aka a promoter) and subtract those who gave a specific question a 3 – neither agree nor disagree, 2 – disagree or 1 – strongly disagree) we have the net percentage of promoters for that question. If that net percentage is positive, that is probably not an area you need to be concerned with. If it is negative, it most likely is something you want to think about more. Research shows that the unprompted positive behavior and endorsement of those who give something a 5 on a 5-point scale will influence another person's behavior. As part of the Disciple Maker Index, you will receive the survey results through this lens. You will also receive all of the data for each question.

**44. Why are you comparing parishes against each other?**

- For the data to be as helpful as possible, it always needs to be put into context. There is not a one-size fits all parish model. Inner city parishes look different than suburban parishes. Northeast parishes look different than Southwest parishes. It's helpful for a parish to understand the results in the context of parishes of like profile. It's also helpful to see what was possible on a particular question. If my parish has 30% of parishioners who would recommend our religious education program to a friend – that is one piece of helpful information. If the national average of 100 parishes for that question is 35%, it still is an opportunity to improve but perhaps it is not where we need to focus right away given limited time and resources. Conversely, if the national average was 67% and parishes of like size and location was 57%, 30% would mean something different.

**45. What is the needed response rate from the parishes?**

- Catholic Leadership Institute would hope to see an 8-10% response rate from your parishioners. If your response rate is less than 8%, the data will still be helpful, though not as conclusive as if you had a higher response.

Parishioners have the option to complete the survey using an online link as well as by completing a paper survey. We encourage you to distribute this link to the email addresses that you already have. This might be a good time to update the email list for your parish- so we provide pew cards for collecting email addresses. **Getting a high count of responses is your ultimate goal.**

**46. How do I access the Disciple Maker Index survey?**

- You access the online version of the survey via an online link that will be provided to the parish. Note that this survey will only be active during the launch time. A paper version of the survey will also be made available to the parish.

**47. Is there a staff position that is best suited to be the point of contact?**

- That is up to you and should be based more upon the characteristics and skills versus a dedicated role. The person who will be most helpful is one who is organized, can help us connect to other appropriate staff and info (email lists, etc) and who believes in this endeavor. A Full-Time staff member is preferable, but we will work with whomever you appoint.

**48. How long does the survey take to complete?**

- 10-15 minutes

**49. What is the youngest age able to complete the survey?**

- Keeping in mind local diocesan and civic policies, Catholic Leadership Institute recommends that only individuals 18 years of age and older complete the survey; however in some cases, it may be beneficial to have children take the survey.

**50. In which languages is the survey offered?**

- The survey will be offered in English, Spanish, Haitian Creole, Portuguese (Brazilian and EU), Polish, French, French (Canadian), Chinese (Simplified and Traditional), Tagalog, Italian, Vietnamese, Burmese, Kirundi, Swahili and Kinyarwanda. As Catholic Leadership Institute continues to raise funds, it is our hope to expand it to other languages.

**51. What other dioceses have participated or will participate in the Disciple Maker Index?**

- Archdioceses of Boston, Camden, Chicago, Cincinnati, Denver, Detroit, Galveston-Houston, Omaha, Philadelphia, Seattle, St. Louis, Toronto, and the Dioceses of Biloxi, Bridgeport, Burlington, Fort Wayne-South Bend, Green Bay, Harrisburg, Houma-Thibodaux, Jackson, Lansing, Miami, Milwaukee, Orlando, Pittsburgh, Portland, Pueblo, Rockville Centre, St. Augustine, St. Paul & Minneapolis, St. Petersburg, Saint John NB, Savannah, Toledo, Tulsa, Wichita and Wilmington.

**52. I have more questions. Who can I contact?**

- a. Please call Catholic Leadership Institute at 610-363-1315 or send an email to [DMI@catholicleaders.org](mailto:DMI@catholicleaders.org)